

18 February 1975

MEMORANDUM FOR: Executive Council Members

SUBJECT : Executive Council Meeting on 7 February 1975

Mr. Proctor chaired. There were no substitutes.

The meeting was devoted to a followup on the earlier discussion of DDI relationships with the NIO system.

1. Mr. Proctor noted that Helene Boatner is conducting a study of the NIO system, under the auspices of the Comptroller. He wondered whether we should make changes in our procedures now or wait until we know the results of the study.

2. Mr. Proctor reiterated his view that the present system doesn't work well; it doesn't keep him or Mr. Walsh well enough informed on substantive differences; and the quality of some of the papers produced is sub-standard.

3. Mr. Walsh commented that to the extent that we are able to handle intra-Agency papers as DDI publications, we can make the problem more manageable. Mr. Proctor suggested that, where appropriate, Office Directors try to arrange informally with the NIOs to have papers written, published, and disseminated by the offices. Mr. Lehman observed that it is nevertheless sometimes useful to consult closely with the NIOs in order to be sure that our reports meet the needs of the requester. Mr. Proctor agreed we should give due consideration to the unique knowledge an NIO may have of the background of a given request, but that otherwise NIO coordination of intra-Agency papers is on the same basis as coordination with other offices.

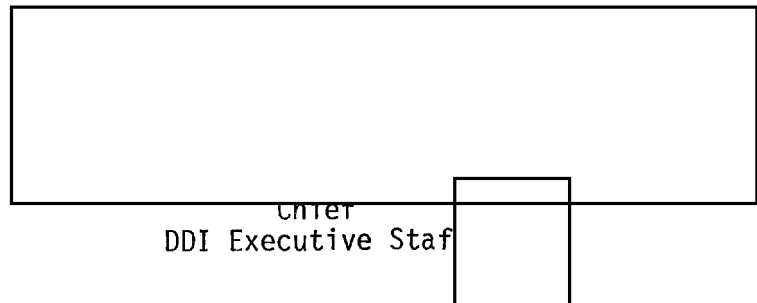
4. With respect to quality, Mr. Proctor repeated his feeling that analysts may not give the time and attention to NIO-sponsored papers that they would devote to papers produced by their own offices. The NIOs vary in their approach to editing and revising papers. Some simply disseminate the drafts they receive without enough attention to quality or consistency. It was agreed that in some cases supervisors are unable to assign a very high priority to an NIO request. The workload is such that the best analysts must be assigned to more important projects.

5. Mr. Proctor said that we must tighten up the review of drafts submitted to the NIOs. He wants all contributions reviewed carefully at the office level. There may need to be exceptions in OCI and possibly OSR when the volume makes this impractical, but even in these cases the review may be delegated to no lower than division level.

6. There must also be a system for keeping Office Directors and the DDI fully informed when an NIO project seems likely to generate significant interagency differences. Mr. Proctor said that major disputes are often not brought to his attention until an hour or so before he needs to take action, e.g., at USIB. The problem is even more serious when General Walters needs to be briefed on the Agency position.

7. It was agreed that neither exhortations nor the writing of new regulations solves the problem. Management must get on top of the situation. Mr. Proctor wondered whether he should have a staff assistant for monitoring matters. He said that someone must be in a position to distinguish between important differences and trivia, to know when to raise a problem at the DDI level, and to be a focal point for reports from analysts on their dealings with the NIOs.

8. Some of the Office Chiefs felt there was no need for a separate DDI staffer, and, in fact, thought that this device would complicate matters by adding another bureaucratic element. Mr. Eisenbeiss felt that the kind of management to which Mr. Proctor referred should be an office responsibility. Mr. Proctor agreed that the offices could perform this function. He noted that Office Chiefs have the prerogative of establishing their own control systems vis-a-vis the NIOs.



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